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Human Resources

12 April 1954

MEMORANDUM FOR: Assistant Director for Scientific Intelligence

THRU: Director of Training

SUBJECT: Human Resources Program in OSI

1. The  $4\frac{1}{2}$  hour initial phase of the Human Resources Program was conducted with one group of fifteen supervisors in OSI, 25 March - 1 April 1954. This group appeared to be a fair cross-section of the Division and Branch Chief level of supervision in this Office.

2. Materials that were distributed in the program are attached.

3. It was a stimulating and extremely pleasant experience to discuss management improvement with these members of your staff, but the management problems that were reiterated in the individual conferences and group discussions led me to question the advisability of conducting the Human Resources Program with additional groups of supervisors in OSI at this time.

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4. As I reported to you and Mr. [REDACTED] on 2 April, the management problems that came up with emphatic consistency in this program are so fundamental that I am convinced, as a result of some years of experience in this type of work, that the remedy must be sought in top executive policy and administrative action before management training can make a significant contribution.

5. My best estimate is that the Human Resources Program can contribute to the improvement of management in OSI only after searching attention has been given to the three items below and there are concrete outcomes in the form of reliable guideposts for action:

a. Clarification of basic policy regarding the function and organization of scientific intelligence in the total strategic intelligence picture.

b. A clear, definitive statement of the mission of OSI in the intelligence community.

c. A clear definition of the objective and the operational procedures of each component in OSI down to the Section level.

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6. The need for basic clarification of policy and procedures appeared to me to be so pervading in everything that the OSI supervisors and I discussed in this program, that I regret that I do not believe that the Human Resources Program can serve a useful purpose at present in your Office. I am afraid that with the best of intentions the Human Resources Program would only exacerbate what is generally recognized within the Office to be a peculiarly difficult management situation.

As I mentioned to you and Mr. [REDACTED] recently, training can not be substituted for top policy decisions and administrative action, especially when the most basis of these decisions and actions are outside the immediate jurisdiction of your own organizational component.

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7. I greatly appreciate your interest in our efforts to improve the quality of supervision in CIA through training. I wish very much that I could be of more assistance to you now in advancing effective management in OSI. If I can be of assistance at any time, in ways appropriate for training, it will be a privilege to do so.

8. I shall plan to check with you and Mr. [REDACTED] in October regarding additional presentations of the Human Resources Program in OSI.

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Chief, Management Training Division

1 Enclosure

H. R. Program materials

OTR/JEW:djw (12 April 1954)

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